

S E C R E T

Approved For Release 2002/08/23 : CIA-RDP61-00274A000100240010-0

Tab A-4

Comments and Recommendations

Office of the Director

Comments:

1. The organization of this Office remains as it was. The T/O is reduced by two positions, the Executive Officer and his Secretary, who are now reflected in the Support Staff. The Agency statement of the Mission of the Office of Training is repeated as the functions of this Office since this statement sets forth the responsibilities and authorities of the Director.
2. This survey was initiated as the result of a request by the Director that his Office be relieved from an excessive load of paper work and operational detail. The scope of the survey was later extended to include organization, functions and T/O distribution and justification, since these were related to the primary problem.
3. The reorganization proposed in this report, with its corresponding redistribution of functions and personnel, meets the basic requirement of the Director; e.g., to establish a means of reducing the paper work and operational detail which was flowing directly to the Director for decision; in the following manner:
 - a. A responsible cut-out for all routine decisions in connection with the business and support aspects of OTR operation is provided by the consolidation of all such activities under the direction of the proposed Support Staff, to be headed by the OTR Executive Officer.
 - b. The former eight training elements independently responsible to the Director for guidance and coordination, are proposed for consolidation into four Schools, each having a clearly definable field of interest in the training activity.
 - c. A Staff element is proposed as an adjunct to the Director's Office to, among other things, provide a group capable to evaluate over-all problems effecting OTR and furnish the Director the necessary summations and recommendations upon which he may base his decisions.
 - d.

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supervision of the Support Staff and the training element is under supervision of the Operations School, with adequate arrangements for coordination.

1. The Director of an organization of the size and complexity of the Office of Training should, no doubt, make personal decision on such matters as:
 - a. The establishment of over-all policy, changes thereto, contacts with higher authority concerning actions or proposals effecting such policy, and related decisions.
 - b. Criticism of OTR or activities which might result in criticism of the Agency or OTR.
 - c. Major questions concerning security, safety, cover, etc.
 - d. Questions which can not be resolved by Staff and School chiefs.
 - e. Budgetary, organization and staffing questions of more than routine nature.
 - f. Proposed OTR regulations and such proposed Agency regulations as may affect OTR.
 - g. Correspondence or contact with higher authority concerning any of the foregoing.
5. Clear channels of command are provided by the proposed reorganization. The number of elements reporting to the Director is reduced to six. The extent to which the Director can be relieved from routine operational decisions and unnecessary personal interruptions will be governed by the degree to which he delegates action authority in routine matters to the Chiefs of his major components and that he requires personnel to observe channels of command.

Recommendations: It is recommended that:

1. The Director issue standing delegations of action authority in routine matters to Chiefs of Staff and Schools to the extent that he may deem advisable and expedient, including a statement of the specific categories of action which he will expect to have referred for his own personal attention. Authority for re-delegation to lower levels should be included where advisable.
2. Personnel of OTR be informed of the channels of authority, responsibility and command and be requested to conform thereto.

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